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23 November 1965

MEMORANDUM FOR: Chief, Cartography Division, Office of Basic Intelligence

SUBJECT: All-Source Branch, Cartography Division

1. The responsibilities assigned to CD/X are manifold and in support of high level activity. It is very important that a sound organizational structure be established to assure the maximum efficiency. The structure, properly staffed, must provide support of high quality and in a timely fashion. Various categories of graphic support can be recognized:

- a. Briefing aids of all types
- b. Maps and graphs for standardized publications
- c. Artist's conception of intelligence items
- d. Maps and charts for planning purposes
- e. Miscellaneous graphic items

2. It seems to me that two units (sections) are required, graphics and maps. Each must have a full time supervisor and staffed respectively by graphic illustrators and cartographers. The supervisors must be production-orientated, personally responsible for each item produced in their section, and responsible to the branch chief. All projects accepted in the branch must be approved by the branch chief and assigned to the correct unit. When an overload exists in one unit, resources must be shifted from the other to accomplish the task.


3. It is important that high skills are developed in each of the units. This requires the selection of top-notch illustrators and cartographers, continuous training in new techniques, and a minimum of rotation.

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4. To meet the demands placed on the branch, it is necessary to develop an understanding of the requirements. Specialists in preparing maps and charts for the OCI and similar publications must be maintained. Artists who can effectively portray concepts graphically must be available. Cartographers with geographic-regional competence must be included on the staff. Finally, the staffing pattern must be such that it meets the needs of all requesters as to timeliness of production. This latter point may require double-shifts. When and if the reproduction facilities are inadequate in timeliness, quality, or capacity, steps must be initiated to remedy the shortcomings.

5. The relationship of GD/X to the rest of the division is also very important. Support to the branch should be in the fields of regional competence, training in new techniques, supplies and equipment, and overall management-supervision. The backstopping of production by the temporary assignment of personnel from other branches should be eliminated as soon as possible. This procedure, used these many years, is a band-aid solution and does not remedy the cause. In fact, it only assures serious disruption of other equally important commitments of the division. It seems to me you should adjust your total CD/X capability to the number of slots assigned to that branch. When an overload occurs, the lowest priority work must suffer. When the pressure assumes unacceptable proportions you have no choice but to refer the problem of an increased staff to higher levels for implementation or acceptance of the status quo.


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